

UNITED STATES DEPARTMENT
OF HOMELAND SECURITY

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MEETING OF THE HOMELAND SECURITY ADVISORY
COUNCIL

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PUBLIC SESSION

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THURSDAY,
JANUARY 10, 2008

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The Committee convened at 10:55 a.m. in the William P. Wood Conference Center of the U.S. Secret Service Building, 950 H Street, N.W., Washington, D.C., Judge William H. Webster, Chair, presiding.

MEMBERS PRESENT:

JUDGE WILLIAM H. WEBSTER, Chair
DR. RICHARD A. ANDREWS
KATHLEEN M. BADER
ELLIOTT BROIDY
FRANK J. CILLUFFO
DR. JARED L. COHON
DR. RUTH A. DAVID
JUDGE LOUIS FREEH
GLENDA E. HOOD
JOHN MAGAW
RICHARD D. STEPHENS
JOHN F. WILLIAMS
ROBERT L. WOODSON SR.

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P-R-O-C-E-E-D-I-N-G-S

11:02 a.m.

CHAIR WEBSTER: Good morning. I'd like to call this meeting to get order of the Homeland Security Advisory Council. My name is William Webster and I'm the Chairman of the Homeland Security Advisory Council or as we call it, the HSAC. I'd like to welcome our members.

For members of the public who are unfamiliar with the HSAC, this Council serves to provide independent advice to Secretary Michael Chertoff across the spectrum of homeland security efforts.

On today's agenda, we will consider recommendations of the Administration Transition Task Force. And four of the HSAC's standing subcommittees. And hear reports on the activities of two other standing subcommittees.

Several DHS leaders will join us including, Acting Deputy Secretary Paul

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1 Schneider and Assistant Secretary Stewart
2 Baker, who I thought I saw. He'll be coming
3 later. All right. And I'm also glad that we
4 will have with us Clay Johnson who is Deputy
5 Director of the Office of Management Budget at
6 the White House. Is he here?

7 (No audible reply.)

8 All right. Everybody's arriving in
9 a few minutes. Good, we're not late after
10 all. (Laughter.)

11 And I believe that Secretary
12 Chertoff will join us about 11:30 for the
13 discussions. It's very important to
14 us that the work of this Advisory Council be
15 useful and have impact and grow with us. We
16 have learned over the last several years since
17 our creation, following the September 11Pth,
18 2001 attack, that the individual secretaries
19 respond in different ways to different kinds
20 of advice and study. When I say, we're in a
21 very pragmatic mode these days in trying to be
22 useful in ways that that have, that are not

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1 mere books on the shelf reporting. And I hope
2 that today's report will reflect that effort
3 to be both relevant and useful, to the
4 leadership of the Homeland Security
5 Department.

6 I will begin today's discussion
7 with presentations from the standing subgroup
8 leadership. And after the presentation we
9 will make an effort to measure whether we've
10 gained consensus among our membership on each
11 group's recommendation. The membership has
12 had a chance, already, to review the draft
13 recommendations leading up to this meeting.

14 Dr. Cohon, who I know is here --

15 (Laughter.)

16 -- we'll turn to you now for an
17 update on the two subcommittees that you
18 Chair. The Academe and Policy Research
19 Committee and the Security Borders Open Doors
20 Committee. I know that your presentation
21 today focuses on the Academe and Policy
22 Research recommendation. And that we, in the

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1 interest of time and work still in progress,
2 the Secure Borders Open Doors recommendations
3 will be considered more next week. So Jared,
4 the floor is yours.

5 DR. COHON: Thank you, Mr.
6 Chairman. I'm pleased to make this report on
7 the behalf of the APRSAC and on behalf of the
8 Vice Chair, Ruth David. Our committee met in
9 the September, at the U.S. Coast Guard Academy
10 in Connecticut. And the Coast Guard is doing
11 a good job of organizing for us. For
12 purposes of the Department's, the Department
13 of Homeland Security's overall training and
14 enrolling programs, Council should know and
15 does know, that the Department has a Chief
16 Learning Officer who's name is George Tanner.
17 And his charge was to create a unified and
18 collaborating community within all of DHS.
19 Much has been achieved under his watch. DHS
20 puts together various training programs. And
21 there are many other training programs that
22 put out around the country. But that's just

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1 part of the challenge is to have one. There's
2 some excellent individual programs like the
3 Coast Guard itself, that's the Academy and
4 that's training for Coast Guard personnel and
5 others. Customs and Border Protection also
6 has a very effective training program and
7 we're impressed throughout. But much
8 more needs to be done in realizing this vision
9 of a unified and collaborative community and
10 to improve some of the individual community
11 programs.

12 We recommended nine things.
13 Basically, they have been divided up for --
14 categorized in to two buckets. One's, clarify
15 the role of the Chief Learning Officer and
16 make sure his office is adequately funded. We
17 want DHS to be more proactive in reach out
18 more both within, we started the, to reach out
19 both more within DHS and beyond DHS. And
20 there is recommendations with regarding these
21 programs.

22 So the first one is probably the

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1 most important. And that's to clarify the
2 goal of the Chief Learning Officer to make
3 sure the Department clearly knows about it and
4 understands the role that the CLO plays.
5 Funding is obviously crucial to everything
6 that's done. The office has not been
7 adequately funded, and that is an issue that
8 has to be looked at. As I mentioned the
9 Department has many training programs. And
10 here we'll just see a little, to kind of
11 inventory all of them.

12 On the next slide, you'll see that
13 we also recommend it's important that ongoing
14 and comprehensive review of the curriculum of
15 the so called university system. And that's
16 the constrict of what needs to get to various
17 department programs.

18 On this slide, we're going to pick
19 a point which seems obvious. And that's to
20 make sure that all the ten programs are
21 relevant in the operations of the Department's
22 -- but easily said but not always easily

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1 captured. They were very effectively getting
2 feedback from the students, the participants
3 in this programs. And then they went back and
4 changed the programs based on what they heard.

5 In particular, questioning how operationally
6 relevant the ten programs were. The next
7 slide goes to this point of the engagement
8 both within DHS and outside. In order to gain
9 synergy and better coordination within the
10 Department, it also would bring, within, into
11 the Department some other ideas and voices
12 with regard to training.

13 The next slide, we feel two
14 particular specific things that we recommend
15 the Department focus on. This -- it comes up
16 here and it comes in many guises. This
17 recommendation of, with regards to
18 incorporating in much more extensively and
19 more formally, what the social sciences have
20 to teach us about the DHS mission. Social
21 sciences really become, have become very hard
22 in developing methods, insights into DHS

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1 homeland security relevant matters. But we
2 don't think that's what's happened to really
3 enough, in any way, in this context in our
4 training.

5 And finally, as part of the
6 Department's efforts to coordinate and
7 integrate better across the Department, one of
8 the many needs is to make up the Department,
9 we think that more senior level, highest
10 levels within the Department would be a great
11 focus for more training and training as a
12 mechanism to gain that kind of organization.

13 That completes my report on the
14 APRSAC and its recommendations and we look
15 forward to the Council's reaction.

16 CHAIR WEBSTER: Thank you very much
17 Dr. Cohon. Your Co-chairman is Ruth David.
18 Did you have any addition?

19 DR. COHON: She'll answer all the
20 questions.

21 CHAIR WEBSTER: All right. Are
22 there any comments or questions on the

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1 recommendations of the Academe and Policy
2 Research Committee?

3 (No reply.)

4 Well there seems to be a consensus,
5 and we'll move forward these recommendations
6 to the Department for their consideration.

7 DR. COHON: Judge, if I could just
8 say a word about the the Secure Borders Open
9 Doors Advisory Committee. Because you
10 mentioned that we will not spend a lot of time
11 on it today. The SBODAC, as it's called, one
12 of the worse acronyms in the Department --

13 (Laughter.)

14 -- has a meeting on the 16th. And
15 the Council, well, this Council will be
16 participating in part of that meeting where we
17 have a chance to react to the recommendations.

18 But I want the Council to know in
19 advance that we -- this Council and as a Co-
20 chair of that committee, I believe that what
21 we have done is really quite significant. We
22 have recommended 44 recommendations. Add that

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1 to your long list of -- and these are really
2 quite significant.

3 The other thing I -- to get in
4 context, this committee was born out of a
5 joint effort of Secretaries Chertoff and
6 Rice, both of Department of State and
7 Department of Homeland Security dealing with a
8 very important post 9/11 issue. Which is how
9 do we can keep this type of security, at the
10 same time, some would say restore the openness
11 that this country, this country stands for and
12 maintain that openness. It's a difficult
13 challenge. A very important one. We'll look
14 forward to the Council's reactions to the
15 committee.

16 Thank you, Chairman.

17 CHAIR WEBSTER: Thank you very
18 much. And we appreciate your considerable
19 service and leadership on these two important
20 committees. And those who are participating
21 next week are aware of the time and the
22 schedule for that.

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1 I'll turn now to the Emergency
2 Response Committee. Dr. Andrews is presenting
3 that report. And where is Dick? He is ready
4 to go.

5 DR. ANDREWS: I want to thank you,
6 Mr. Chairman. The Emergency Response Senior
7 Advisory Team held conference call meeting
8 about 30 days ago and that's been followed by
9 a number of email exchanges and conversations
10 that involved, qualifying conversations by
11 various members of the committee leading up to
12 the presentation of our report and
13 recommendations today.

14 There are nine recommendations that
15 we're making, in total. They're in three
16 subject areas. I will talk about the two of
17 the subject areas, and then I'll turn to my
18 colleague, Dr. Williams, to talk about the
19 third one.

20 I might mention that two of these
21 subject areas are ones that the committee has
22 been involved with, and refined them earlier.

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1 And we continued to be monitoring it and have
2 great interest in the implementation of these.
3 These two areas are the Homeland Security
4 Presidential Directive Number 8. That that
5 effort became supplemented by the post-Katrina
6 Emergency Response Reform Act, that was
7 enacted following Hurricane Katrina. And then
8 more recently, the 9/11 Commission
9 recommendations.

10 All three of those those efforts
11 have set as a national goal, the development
12 of metrics to measure preparedness or
13 readiness. This is to be done on a risk based
14 formula. And it has resulted in a, in a
15 flurry of activity occurring over the last
16 four years. Again, initially starting with
17 the proposal to implement the Homeland
18 Security Presidential Directive Number 8.
19 Again, a lot of progress has been made in
20 this. And a lot of work has been undertaken,
21 not only at the federal level, but perhaps
22 more importantly, at the state and local

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1 level, by the various public safety agencies
2 who are impacted by these Directives.

3 The Department's policy shop has
4 been working on a way to refine what are
5 called the TCLs, the Target Capabilities List.

6 These are, the committee felt, initially
7 rather poorly named. But what they really are
8 intended are capabilities that we might expect
9 local governments, state governments, regional
10 associations, as well as, federal agencies to
11 have, if we are in fact to be ready to respond
12 to a variety of different natural or manmade
13 disasters.

14 Initially, this was an enormously
15 convoluted set of capabilities. And they were
16 not only in, just the summary of them, but
17 then they were divided in to 15 different
18 scenarios. Resulting in literally of
19 thousands of capabilities. It was
20 extraordinarily difficult even to make your
21 way through it.

22 The policy shop has done a

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1 marvelous job with really trying to simplify
2 and categorize basic capabilities that would
3 be applicable to large jurisdictions, smaller
4 jurisdictions, medium sized jurisdictions, and
5 mutual, and areas that have mutual aid
6 agreements.

7 The committee is very supportive of
8 the efforts that the policy shop has been
9 involved in.

10 Our one concern is, to a
11 considerable extent, the people at the end of
12 the food chain who actually have to do these
13 assessments, namely the state and local
14 governments, have in a sense, been assessed to
15 death over the last four or five years. And
16 there's a real push back from state and local
17 governments about doing yet another assessment
18 based upon another set of criteria. So
19 the committee's recommendation is essentially
20 that, on a pilot basis, DHS should go forward
21 and work with selected local jurisdictions to
22 make sure that these new Target Capabilities

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1 List not only meet the needs of the state and
2 local levels, but are also doable before they
3 roll these out across the nation. But
4 we do feel, after a lot of conversation with
5 state and local officials, there will be a lot
6 of push back if DHS simply attempts to go out
7 nationally with this, with this new set of
8 target capabilities.

9 So again, our recommendation is
10 that the Secretary endorse a pilot effort in
11 several different jurisdictions, and get
12 feedback from that effort, and then, like to
13 roll this out with the long term objective
14 being, to tie these target capabilities and
15 the performance of them and achieving of them
16 by local and state, and federal jurisdictions
17 to funding for various Homeland Security Grant
18 Programs.

19 The second area and a new area that
20 the committee is interested in, in seeing some
21 work done, relates to the general issue of
22 evacuations. A number of members of the

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1 committee were struck by the efforts that were
2 undertaken by state and local governments in
3 California during the wildlife fires that
4 occurred in September.

5 Over a half a million people were
6 evacuated. And really, what was in some cases
7 very, very rapid evacuations as a result of
8 the, of the changing fronts of the fires. The
9 effort by, particularly in San Diego and
10 Orange Counties, they were largely very
11 successful. The sheltering of people were
12 largely, was largely very very successful. A
13 lot of lessons have been learned from
14 Hurricane Katrina.

15 So the recommendation of the, of
16 the committee is that the Department undertake
17 a comprehensive review of lessons learned from
18 the California evacuations. But more
19 importantly, get a comprehensive review of
20 evacuations, in general. Because one of the
21 things that the California experience points
22 out is that, the issue of evacuations is an

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1 emergency tactic not only for pre-hurricane
2 evacuations, but also adapted for a number of
3 different settings.

4 And so again, our recommendation is
5 that a comprehensive review of evacuations be
6 undertaken, lessons are learned not only from
7 California but others, and let those be shared
8 with with state and local and local officials.

9
10 With that I'll turn over to Dr.
11 Williams to talk about the third area which
12 relates to the Hospital Sector and the
13 Emergency Medical Services Sector.

14 DR. WILLIAMS: Thank you, Mr.
15 Chairman. Thank you, Dr. Andrews. The ERSAC
16 continues to have significant concerns about
17 health and medical preparedness in the
18 country. We do know that there has been some
19 strong efforts with the Department of Homeland
20 Security, HHS, the White House, and the
21 Department of Defense to work together to deal
22 with some of these issues. But despite that,

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1 we still believe that there are serious areas
2 that have to be addressed.

3 The recommendations that we have
4 put forth are, we are looking at, how do we
5 bring these sectors closer together in order
6 to work together? We have over 3,000
7 hospitals in the United States. We have
8 several thousands EMS and EMT responders. And
9 yet, none of them can talk adequately with
10 each other. Then you throw on top of that,
11 the hospital and health community. And we
12 believe that we have a potential disaster
13 waiting on our hands. Who's going to take
14 care of these first responders that get in to
15 trouble? Who is going to provide the surge
16 capacity in our hospitals and other
17 facilities, if we were to have a true
18 disaster?

19 These recommendations we believe,
20 Mr. Chairman, address a number of these
21 issues. And the ERSAC stands ready to assist
22 in any way possible. Thank you.

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1 CHAIR WEBSTER: Thank you, Dr.
2 Williams. Is there anybody else that you --

3 DR. ANDREWS: No, thanks. That
4 concludes our report and our recommendations
5 to the Advisory Council.

6 CHAIR WEBSTER: Thank you. At this
7 time I'd like to more than welcome the
8 presence of, the Secretary of Homeland
9 Security. Michael Chertoff, and his Deputy,
10 Acting Deputy Paul Schneider. And we welcome
11 Clay Johnson, he's Deputy Director of OMB at
12 the White House. Clay, glad to have you here
13 this morning.

14 Are there any questions from the
15 members with respect to the summary of the
16 report of this? A very fine report, I think.

17 Any other recommendations?

18 (No audible reply.)

19 If not, then we'll consider that we
20 have a consensus, and this will move forward
21 to the Secretary and those appropriately
22 interested in the subject matter.

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1 Now we'll go to Rick Stephens for a
2 report on the Private Sector Committee. Rick,
3 thank you very much.

4 MR. STEPHENS: Herb Kelleher could
5 not be with us today. Herb Kelleher could not
6 be with us here today. So it's my pleasure to
7 present on behalf of Herb as the Vice
8 Chairman, and to represent the committee
9 members who were at our August meeting at the
10 Maryland Coordination Analysis Center to
11 continue to work with the opportunities,
12 appreciably for information sharing with the
13 private sector as well as support of the
14 Department's mission.

15 It was a really insightful
16 opportunity to really understand what's going
17 on in the Fusion Centers, we've heard
18 testimony from the Fusion Center leaders from
19 Arizona, Illinois and Washington. Out of
20 that, we came up with five observations and
21 eight recommendations.

22 And what I'd like to do is

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1 summarize those observations and the
2 recommendations that we're here for today.
3 What's on the screen today are the summary of
4 the observations.

5 First and foremost, there's a
6 fallout from the report that's been on the
7 Information Sharing Task Force a few years
8 ago. The Department has made significant
9 progress in the seven recommendations that
10 were made. And we think with some additional
11 activities to work in the private sectors
12 stands very good. Continue to work with the
13 Department. And then Doug, the reports that
14 you put together in the summer will help us a
15 lot, you know, continue to provide the private
16 sector help and the Department in those areas
17 where additional opportunity exist.

18 We also think the key element is
19 the fusion center's offer great promise in
20 continued to dialogue and information sharing
21 with the private sector. And because at the
22 state level they had a much greater time and

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1 relationship at the local level where the real
2 information sharing activities needs to occur.

3 And so we're looking forward to be able to
4 help support the Department fusion center with
5 the implementation. A couple
6 observations associated with that. One is
7 that, while they hold great promise, one area
8 of considered recommendations is that,
9 essentially there could be as many as 50
10 different operating models with the Fusion
11 Centers. And the challenge, of course, the
12 private sector faces is, how should they
13 interface in different ways? Particularly,
14 for the large companies that may find
15 themselves in multiple states, want to have
16 those interactions, what will be the
17 protocols as this goes forth? And so that's
18 where you'll find most of the recommendations
19 that we gave, in that slide.

20 Specifically, in the area of the Fusion
21 Centers, we think is a great opportunity for
22 the Department to help pull together in the

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1 state activities. The Fusion Centers are
2 state led. They have state funding. The
3 Department can certainly pull together a lot
4 of ways in which common operating models can
5 actually work at the state and get much
6 further down the line.

7 We think there is a good
8 opportunity in the U.S. Chamber and other
9 state organizations to advertize to the
10 private sector that Fusion Centers existence.

11 The possibility of interaction. And really
12 try to use the Chamber as a mechanism for
13 presentation

14 We also think there's opportunities
15 to help recognize that in the Fusion Centers
16 there are large companies to smaller
17 companies. So there really needs to be a
18 tiered approach so that we can really reach
19 out and touch all of the private sector. And,
20 as we don't know, there are so many in the
21 private sector and how they get information.
22 That would be helpful as as well.

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1 And then there's been great work in
2 the Department, on the part of the Department,
3 particularly with the sector coordinating
4 structure. As well as other, at least, how
5 should the Fusion Centers take those in to
6 account as another means of the benefits?

7 The last set of recommendations on
8 this slide really get in to some specific
9 elements. We recommend that we do some pilot
10 projects. Try some of the new concepts to
11 make sure they work before they get across all
12 of the, all of the ultimately 50 Fusion
13 Centers.

14 And the last couple of areas, talk
15 about this whole notion of of funding. It's
16 not clear there is a consistent way of funding
17 on the part of the states. That will
18 certainly impact how the states implement
19 that.

20 And then last but not least, we
21 need some great legislation put in place that
22 will help the private sector protect their

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1 information and their potential legal impact.

2 And so we think, you know, things like, you
3 know, the protected, the critical
4 infrastructure and information legislation
5 could be applied to help the private sector
6 come forward with the critical information
7 that they could have, to help in the security
8 of the nation.

9 And Mr. Chairman, we also, the
10 observations and recommendations that we have
11 from our meeting, and we'll happy to respond
12 to any additional feedback.

13 CHAIR WEBSTER: Thank you very much
14 Rick. There are many important practical
15 suggestions in there. Particular emphasis on
16 the utility of the state and local
17 organization. Please pass along our
18 thanks also to Herb Kelleher.

19 MR. STEPHENS: I will.

20 CHAIR WEBSTER: I think this may be
21 the first meeting that he has missed. And
22 that he wisely chose having missed one Federal

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1 Bank Board meeting, that he didn't want to
2 miss two in a row. But he had an able
3 representative here that had been with him all
4 the way. And tell him, we appreciate your
5 report.

6 MR. STEPHENS: I will.

7 CHAIR WEBSTER: Are there any other
8 comments or suggestions on the recommendations
9 of the, of the Task Force?

10 (No audible reply.)

11 If not, we'll consider that we have
12 a consensus which could be passed forward to
13 the officials and the Secretary of the
14 Department. Let's see, we're doing
15 pretty well. We're caught up.

16 The next group is the State and
17 Local Officials Committee. And supervisor Don
18 Knabe from Los Angeles, where's -- oh, he's on
19 the phone.

20 MR. KNABE: Thank you, Mr.
21 Chairman.

22 CHAIR WEBSTER: Your on the

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1 telephone. I thought you had stepped out.

2 (Laughter.)

3 We're looking forward to hearing
4 from you.

5 MR. KNABE: Thank you, Mr. Chairman
6 and security members that, first of all, I
7 apologize for not being able to get there
8 today. But I had some issues here, to deal
9 with here in Los Angeles County.

10 Also, I'd like to acknowledge my
11 fellow state and local members that are there
12 today. I understand and appreciate all that
13 they do for the nation as well as their
14 respective localities. And I want to say
15 thanks to Deputy Secretary of the Public
16 Safety, Michael Balboni, state Senator from
17 Indiana Tom Wyss. Past mayor from Minnentonka
18 Karen Anderson, the Mayor Doug Palmer, if
19 they're all there, I just wanted to say thank
20 you as well.

21 We had a meeting in Oklahoma City
22 September 26th at the Murrah Federal Building.

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1 We heard from both former Oklahoma Governor
2 Frank Keating and former Oklahoma Assistant,
3 Assistant Fire Chief, John Hansen, regarding
4 that horrible act of homegrown terrorism that
5 took place there on April 19th, 1995. And we
6 also heard from our own members along with the
7 state Senator Jim Dunlap.

8 I did want to add a side note
9 there. I think it was a very moving
10 experience for all of us. Some of us, it was
11 our first experience going back there. And
12 just seeing and remembering and the museum.
13 It was a quite an experience for us all.

14 A couple a quick things in regards
15 to our committee. First of all, we are the --
16 the advisory, quickly go over some of these
17 recommendations. I believe the REAL ID
18 recommendations before you are self
19 explanatory. The committee was very fortunate
20 to have Senator Wyss and Undersecretary,
21 Secretary Balboni who had become real experts
22 on REAL ID as part of our team. The bottom

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1 line is, obviously, that the committee feels
2 very strongly that we need to implement the
3 9/11 recommendation of REAL ID. And most
4 important we get the final rule out to state
5 and locals and it be easier.

6 Obviously, Congress needs to
7 appropriate additional funds in order to
8 ensure the appropriate implementation that we
9 want to continue to work together with
10 federal, state and local folks to make this
11 REAL ID a reality. We thinks it's very very
12 important.

13 Another area, quickly, is the
14 information sharing Fusion Centers. We have
15 several information sharing fusion center
16 recommendations. But I want to focus on what
17 we believe to be five very good state fusion
18 center pilot projects; New York,
19 Massachusetts, Florida, Illinois, and
20 California. But the committee believes and
21 there was a lot of discussion about this but
22 I think everyone agrees though that we need to

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1 expeditiously replicate this program and all
2 the Fusion Centers as quickly as possible.

3 It's been a great shift, I think,
4 for all of us while we initiate reporting to,
5 the one of requirement reporting which allows
6 us, the state and locals, to ask the necessary
7 questions. It's very empowering and it's very
8 very important. And I think, ultimately, will
9 benefit the security of our entire nation.

10 We also understood that, as of
11 February 2008, next month, DHS will have
12 placed 24 representatives in state Fusion
13 Centers. Part of our recommendation is that
14 an additional 30 plus DHS analysts are funded
15 and placed in state Fusion Centers as quickly
16 as possible. Primarily because for
17 operational benefits to increasing the field.

18 I don't speak from personal
19 experience and if there are any members that
20 have not had the opportunity to visit one of
21 these Fusion Centers, the one we have here in
22 the Los Angeles area has just been an

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1 incredible resource, regionally and the entire
2 western United States.

3 Lastly, we just want to tell all of
4 you that our committee's committed to
5 advocated and providing the HSAC and the
6 Secretary the realities from outside the
7 beltway. And we remain committed to work
8 together with all of you to make our nation
9 safer, stronger, and most importantly, better
10 prepared.

11 So it's before you, most is self
12 explanatory, but again, my hat's off to my
13 colleagues on the committee.

14 CHAIR WEBSTER: Thank you very
15 much. Are there any questions that you have
16 of the Chairman or if any comments you'd like
17 to make on the report and recommendations?
18 Yes, Mr. Balboni.

19 MR. BALBONI: Mr. Secretary, I just
20 want to tell you that the program that
21 Undersecretary Allen has established is
22 terrific. And there's been a tremendous shift

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1 in the time it takes to clear. It's been an
2 enormous effort for the local and the state
3 operation. And I really -- and then you have
4 -- I've seen a tremendous shift with a much
5 much better attitude of sharing and real time
6 connection.

7 CHAIR WEBSTER: Thank you. Any
8 other comments or questions?

9 (No audible reply.)

10 Then I'll assume that we have a
11 consensus here that can authorize to go
12 forward to the seniors in the Homeland
13 Security Department. The next
14 group is still in the middle of their
15 deliberation and will continue their work for
16 a few more months. A highly technical subject
17 and the one I try to cling to with both hands
18 and feet to understand. It's the Essential
19 Technologies Task Force lead by George
20 Vradenburg. Where is -- there's George.

21 MR. VRADENBURG: Thank you, Judge.

22 This will be on the nature of a status report

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1 because as you said, we are in the middle of
2 our work. And I give this report on behalf of
3 my Vice Chair Joe White with the Red Cross who
4 is here today. And Jack Skold, a former
5 executive of Exelon.

6 This is, this is an important
7 topic. The Department is challenged because
8 of the rapidly changing threat, vulnerability,
9 response, strategy and technology environment.

10 All of those things are changing on a
11 dramatic dynamic and continuing basis. And
12 the Department obviously is in the position of
13 acquiring major technology systems which have
14 been purchased and are custom built, to create
15 possibility of Legacy systems which are
16 difficult to enable in a manner that will
17 permit them to respond in that dynamic
18 environment.

19 So the Department is asking this
20 Task Force for its views on, what changes
21 might be made in their organization, their
22 strategy, their tactics, their operations,

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1 that would -- and the procurement policies
2 that might permit them in a more dynamic and
3 resilient technology approach. That involves
4 a variety of more specific questions. It will
5 -- the private sector be willing to provide
6 services on a service or lease basis rather
7 than on a purchase basis. What types of
8 technology might lend themselves to that? A
9 technology acquisition strategy might lend
10 themselves to a more important play in
11 resilience and adjustable technology
12 environment. What kinds of financial
13 arrangements might be arranged that are
14 different in character that might permit a
15 more resilient technology strategy?

16 So the next slide basically reports
17 on our three meetings to date. Since the
18 September, November, and December where we
19 have received testimony from a wide variety of
20 experts that are all outlined in the next
21 slide. In January, we've scheduled a fourth
22 meeting and testimony. And in February and

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1 March where we designed to come up with our
2 report to the HSAC for consideration by
3 Department.

4 Next slide please. This is a list
5 of some of the subject matter experts that
6 we've been able to attract. These are
7 actually from the private sector. There are
8 over a dozen companies that have offered
9 themselves up to give us some preview of the
10 capital on the strategic and financial and
11 legal of of issues that are presented to this
12 Task Force.

13 And we had a good deal of briefing
14 as well from DHS staff and the procurement,
15 the appropriations, the chief information
16 officer from a couple of the -- TSA and S&T.
17 As well as the privacy officers. We talked
18 about what the constraints and the challenge
19 that they can find. We've also had the
20 benefit of having a subject matter experts who
21 are members of the staff of the Senate and the
22 House and the GAO. And OMB is offering

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1 subject matter experts, as well, to talk about
2 what the budgetary constraints, and the
3 scoring constraints, and the physical law
4 constraints, and what flexibility,
5 politically, might be available to the
6 Department as we move forward.

7 So it is our plan to have a report
8 and a recommendation to HSAC hopefully by the
9 March time frame and certainly in time for our
10 next, your next meeting, Judge Webster in
11 June. So that is a report on
12 the status of where we are and our
13 consideration on the important subject that
14 the Department has asked our view on.

15 CHAIR WEBSTER: Thank you very much
16 George. I think you're, it's obvious your
17 committee is digging deep. And going to the
18 right places for the coming -- it's really
19 going to be an assistance on a highly
20 technical and very important subject.

21 Our next report is from Mrs. Glenda
22 Hood who has a very current issue that,

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1 important to all of us, to be on top of the
2 transition. There will be a change of
3 administration no matter which political party
4 prevails at this time. And it's very
5 important that recommendations that we can
6 submit through the Department on how to make
7 this a smooth and successful transition be
8 available and be carefully thought out. And
9 Ms. Glenda Hood is Chairman of that Task
10 Force. And I'd like to have your input.

11

12 MS. HOOD: Thank you very much,
13 Judge Webster. And to you, and HSAC members,
14 and Secretary Chertoff, and Acting Deputy
15 Secretary Paul Schneider, and Deputy Director
16 Clay Johnson, we thank you for this challenge
17 that you gave us.

18 (Laughter.)

19 Because we look at it as an
20 opportunity. An opportunity to make sure that
21 this Department transitions smoothly to the
22 future. And future leadership is able to

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1 carry on, able to carry on operationally. We
2 had outstanding staff support from Candace
3 Stoltz, and Mike Miron, and especially,
4 certainly Doug Hoelscher, Mike Fullerton, all
5 of the DHS personnel who assisted us. We are
6 also very grateful to Congressional staff
7 members who testified and gave us good advice.

8 As well as all of our subject matter experts.

9 We were formed, the Administration
10 Transition Task Force, I'll refer to it as
11 ATTF, in September. We were charged to
12 provide -- I think we're a slide ahead, to
13 provide recommendations and best practices
14 for the Department of Homeland Security and
15 all of our partners. So that we can execute
16 an efficient and effective administration
17 transition.

18 We -- as a little bit of
19 background. And I know that you've got the
20 report in front of you, but I think it's
21 important that we share some of this
22 background. I had excellent Co-chairs with

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1 Don Knabe and John Magaw. We worked very hard
2 to make sure that we put together the
3 backgrounds for the -- as well as all the
4 recommendations. And as I go through the
5 background and then just highlight some of the
6 recommendations, I hope that you will take the
7 time, if you haven't already, to read the full
8 working document as well as all the appendices
9 and footnotes, which I think you'll find very
10 helpful.

11 We recognize the Department of
12 Homeland Security is a new department. It was
13 formed in January of 2003. We talked a lot of
14 about the fact there were 22 agencies with
15 very different cultures, very different
16 missions, and very different operations, that
17 consolidated together and realigned into one
18 primary organization. And with a primary
19 mission of prevention, preparation for, and
20 response to all catastrophes effecting our
21 homeland while at the same time making sure
22 that we facilitated the general travel and

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1 trade.

2 Now, the main objective, next
3 slide, of the ATTF is to advocate strategies
4 and policies that will strengthen the
5 operation of continuity of all the Homeland
6 Security operations. And we do commend the
7 Department of Homeland Security for initiating
8 activities, apply the strategy levels to
9 ensure this continuity. And we recognize that
10 this is the first time that DHS has been
11 through a presidential transition. And
12 because of the critical nature of DHS's
13 mission, we feel very strongly that a seamless
14 and agile transition to new leadership and
15 that new leadership's ability to assume
16 operational control, is imperative. The
17 ATTF is very sensitive to potential
18 vulnerabilities during transition periods.
19 Recent history has certainly shown that in our
20 own country, September 11th of 2001, Spain
21 2004, the United Kingdom in 2007, have taught
22 us what can happen.

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1 And as a result of these recent
2 events and history, the ATTF believes that our
3 country's most vulnerable time is really 30
4 days prior to and 6 months after an
5 administration change. And we focused on that
6 a great deal on our discussions.

7 We recommend that the present
8 administration, and Congress quickly implement
9 these recommendations. We recommend the
10 recommendations be immediately shared with all
11 presidential nominees. And we bring
12 recommendations that are politically neutral,
13 that incorporate expertise and experience
14 from all levels of Government and private
15 sector transitions. And that will continue to
16 build collaborative efforts and respect from
17 Congress, other federal agencies, state,
18 local, tribal, and the private sectors.

19 We believe that both the incoming
20 and outgoing administrations must work
21 together during this transition. They must
22 have a shared commitment, a positive attitude,

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1 a willingness to respect and listen to one
2 another's ideas and concerns.

3 And we believe very strongly in
4 engagement of the American public in
5 understanding the vulnerabilities during the
6 transition period. And this will be done,
7 should be done through public education and
8 media involvement.

9 The Department of Homeland
10 Security, we believe, must continue to work
11 with the media as an ally in timely
12 dissemination of accurate and actual
13 information. And the Department of Homeland
14 Security must work with multiple and trusted
15 messengers to effectively communicate all
16 information. The ATTF, again, commends the
17 Department for its early work in this process.

18 But we emphasize there is still much work to
19 be done.

20 And I was very encouraged, when I
21 was talking to one of our Co-chairs John Magaw
22 after the discussion this morning, to hear a

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1 reinforcement on our recommendations through
2 that discussion on our general homeland
3 security. And so I think I'm hearing those
4 thread and those similar feelings through all
5 of our discussions today.

6 Now our process was that, we met
7 over a four month period. We gathered the
8 knowledge and expertise not only from our Task
9 Force members, but also from the subject
10 matter experts and public and private sector.

11 It was a very inclusionary time.

12 The recommendations are divided in
13 to seven broad categories. There is no
14 priority order. We feel that they are all
15 national imperatives. And that they all must
16 be expeditiously implemented.

17 We noted who should be responsible
18 for each of the implementation strategies.
19 We've noted that there are two other
20 organizations who are also in the process of
21 assisting the Department of Homeland Security
22 with recommendations about specific components

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1 of the transition. And we've also noted that
2 there are some recommendations following the
3 report of one.

4 Again, since each of you were
5 provided with the full document, the draft
6 document, I'm not going to go through every
7 bullet. But I am going to highlight certain
8 recommendations from each category.

9 And I'm going to begin with threat
10 awareness. The ATTF believes that the current
11 DHS administration should work with media
12 departments to educate and inform the public,
13 as I said earlier, during that period of the
14 threat. Which is likely before, during, or
15 shortly after the presidential election
16 transition period. And this should include
17 the clarification and meaning of heightened
18 threat so people clearly understood as well as
19 providing credible threat reports to all
20 presidential and vice-presidential nominees.

21 We also recommend that we enlist
22 nonpartisan, bipartisan, and third parties as

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1 well as use public service announcements to
2 assist in informing the public of any
3 increased threat levels.

4 Under leadership, current
5 Department of Homeland Security leadership,
6 should provide presidential nominees with
7 identified best practices, as well as lessons
8 learned, both domestically and
9 internationally, from an analysis of incidents
10 during leadership transitions. And we go in
11 to more detail about some of that in the
12 report as far as, how that can occur.

13 We also recommend the encouragement
14 of our Council, obtaining the commitment of
15 current political appointees to remain until
16 at least the end of the current
17 administration. We recommend building and
18 maintaining a comprehensive list of DHS alumni
19 both political and career personnel for
20 reference purposes. And then we detail
21 information on how to compile this, as
22 necessary, for the compilation.

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1 We recommend implementing further
2 recommendation of the HSAC's Culture Task
3 Force report. Specifically recommendation
4 number 1. Which is DHS Headquarters must
5 further define and crystallize, as well. Mr.
6 Secretary I know that's very important to you
7 and we have focused on that. And we agreed in
8 its importance.

9 We recommend preparing an outreach
10 strategy. Federal, state, local, tribal and
11 private sector leaders to accelerate the using
12 of the leadership's team ability to implement
13 as soon as possible upon assuming their
14 positions. In other words, making sure that
15 we engage all of our partners as soon as
16 possible.

17 We feel that the incoming DHS
18 leadership should nominate and seek
19 Congressional approval of new Secretary of
20 Homeland Security as it's done for the
21 Secretary of State and Secretary of Defense on
22 the first day of the new administration.

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1 Equally as important. Equally as critical to
2 have that happen. We feel that they should
3 meet the federal, state, local, tribal and
4 private sector, as well as media partners, to
5 discuss transition details.

6 And we recommend that we ensure the
7 current career deputy undersecretary of the
8 management remains in his position during the
9 next administration. And we commend the
10 practice of quickly appointing a senior career
11 individual to this position. And I think all
12 of us were provided with information about
13 Elaine Duke and her 25 years of experience and
14 that took setting an example and reinforcing
15 what we talked about within our Task Force
16 discussions.

17 Under Congressional oversight and
18 action, we recommend forming a select
19 bipartisan group from existing Senate
20 Oversight Committees to expedite confirmation
21 for all incoming DHS along with national
22 security positions with a deadline to start

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1 during the August 2009 recess. We're not
2 asking for another committee to be formed, but
3 representatives from the existing committees.

4 We recommend continuing update
5 through the Transition Act of 1963 to reflect
6 the post 9/11 realities. We recommend
7 implementing the 9/11 Commission
8 recommendation which reduces the number of
9 Congressional Oversight Committees and
10 Subcommittees from its current very unyielding
11 number of 86.

12 CHAIR WEBSTER: Would you mind
13 repeating that?

14 (Laughter.)

15 MS. HOOD: I would be happy to. We
16 recommend implementing the 9/11 Commission
17 recommendation to reduce the number of
18 Congressional Oversight Committees and
19 Subcommittees from its current very unyielding
20 number of 86.

21 We recommend interacting with
22 presidential nominees in a bipartisan manner.

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1 Because, as well know, anything to do with
2 homeland security is a non-partisan
3 undertaking. And we recommend
4 discouraging any reorganization in the
5 Department prior to or during the transition
6 period.

7 Under policy, we feel that the
8 current DHS administration should continue to
9 encourage all homeland security partners to
10 support and be actively involved in the
11 transition efforts. We recommend continuing
12 to enhance and build consensus among all
13 partners around policy issues that are a
14 priority to the outgoing administration. And
15 we recommend prioritizing critical policies
16 with measurable benchmarks that need to be
17 addressed prior to the change in
18 administration. And then we detailed ways
19 that that can be accomplished.

20 We also recommend continuing to
21 support the active involvement of Council for
22 Excellence in Government and the National

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1 Academy of Public Administration, to make
2 recommendations in all levels of government
3 and the private sector being involved as well
4 in the transition efforts.

5 We now come to operations, and feel
6 that the current DHS administration with a
7 great success, and we heard that again this
8 morning, of the Fusion Centers, that we should
9 continue to vigorously support the
10 establishment of state Fusion Centers with
11 both funding and personnel, listen their
12 needs, their requirements so that they indeed,
13 make sure that they're empowered to work state
14 and local level in collaboration during any
15 possible and heightened threat transition
16 throughout the administration.

17 And then we recommend developing a
18 very clear and concise communication strategy
19 for transition planning. And also to increase
20 coordination of planning through media
21 representatives.

22 Under succession, the ATTF feels

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1 that the current Department of Homeland
2 Security administration should continue to
3 ensure that all key positions are promptly
4 filled by appointees of backup senior level
5 career personnel for operational continuity in
6 our transition process. We also recommend
7 supporting and implementing a cadre of
8 individuals who are fully focused on the
9 transition with a leadership designation of
10 Deputy Chief of Staff of Transition. And
11 providing these individuals with a Task Force
12 composed of representatives from each
13 component HSAC office.

14 We recommend generating a priority
15 list of briefing materials. And ensuring that
16 they are in a consistent format, that they're
17 clear, they're concisely written, well
18 organized, professionally presented. And then
19 we detailed in the draft document specific
20 ways to make this happen.

21 We also recommend compiling a list
22 of all presidential and homeland security

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1 directives and strategies and showing how they
2 each align with each other. Or if they don't,
3 make sure that they do. And we've heard that
4 in a previous report this morning, as well.

5 And then we also recommend, under
6 succession, continuing to focus on a
7 succession plan. So that there is that easy
8 mix of career and presidential appointee
9 senior positions to maintain continuity and
10 historical knowledge.

11 I do want to note that the National
12 Academy of Public Administration is providing
13 a few recommendations under this area of
14 succession as well.

15 Under training, we feel that the
16 current Department of Homeland Security
17 Administration, to organize exercises for the
18 new administration officials as soon as
19 possible. And assure adequate funding,
20 preparation and due diligence. And then I
21 would note under that, that the training, the
22 Council for Excellence in Government is also

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1 providing key recommendations in this hearing.

2 So that's some of the highlights of
3 the recommendations and the draft document
4 that you have been provided. And I hope that
5 you will take the time, if you haven't
6 already, to review that.

7 I'd like to again thank each of the
8 Task Force members for their outstanding
9 contributions. This is a very interesting
10 exercise. It really evolved over time. And
11 everyone participated fully.

12 And I think we've had some good
13 recommendations to move forward. And with
14 that Mr. Chairman, I would recommend that HSAC
15 adopt these recommendations. We ask that you
16 ensure that they are embraced by all the
17 appropriate entities. And most importantly,
18 that they are expeditiously implemented.

19 And there is one slight change in
20 the document. Under the second bullet for
21 Congressional Action. Oversight and Action.
22 Where it says, "Form and select bipartisan

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1 group from existing," it's just "Senate
2 Oversight Committee." Not Senate and House.
3 So if you'll just strike through, "and House."
4 It's just Senate. Thank you very much.

5 CHAIR WEBSTER: Thank you very
6 much. Are there any comments or questions
7 with respect to this report? The committee
8 has obviously, this Task Force has taken this
9 role very responsibly and very seriously. And
10 numerous healthy suggestions here. All of
11 them are useful. Implementation is always a
12 problem. But in order to -- the Council when
13 we do this part, you know, seeing the right
14 type of people and encourage to consider to
15 these recommendations. Which are healthy, as
16 you point out, nonpartisan as it very properly
17 should be in this Department.

18 MS. HOOD: John Knabe and John
19 Magaw first. And then Task Force members to
20 add anything.

21 MR. KNABE: Thank you, Mr. Chairman
22 I just wanted to, once again by thanking

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1 Glenda and a great team effort. We did a lot
2 in a very short period of time including the
3 holidays. And we even got into word smithing
4 and line by line detail. And you know, it was
5 a real team effort. But obviously, we took
6 our responsibility very seriously and very
7 important -- recent history I think shows us
8 that.

9 So there's a lot of effort with a
10 lot of expertise in our Task Force. A lot of
11 time and effort. And we think this whole
12 effort very, very important. And look forward
13 to making it the final document.

14 CHAIR WEBSTER: Thanks John. Are
15 there others who wanted to --

16 PARTICIPANT: John.

17 CHAIR WEBSTER: John. Where's he
18 at?

19 MR. MAGAW: Thank you, Mr. Chair.
20 I really don't have any more comments. I
21 would just say I'm very proud to have served
22 on this subgroup. I think there's been a lot

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1 of good ideas here. I have been through eight
2 transitions -- probably more than that.

3 CHAIR WEBSTER: Thank you. Was
4 there one more? Go ahead.

5 MS. ANDERSON: Thank you, Judge.
6 Karen Anderson. I was pleased to be a member
7 of this group. And I want to thank the
8 Department leadership and the committee
9 leadership that addressed what, at first,
10 seemed to be an impossible task. I was
11 especially encouraged this morning when I
12 heard the report from the quadrennial
13 homeland, homeland security review folks.
14 Because it's apparent that these two efforts,
15 this report and that effort, in some of the
16 way, are hand in glove. And if they can work
17 together with these recommendations and the
18 work we're doing, it can provide safety and
19 security for our country in the transition.
20 Thank you.

21 CHAIR WEBSTER: Mr. Secretary, I
22 think you can tell from the comments that we

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1 just heard that we've had some very real
2 experience and expertise. They went to work
3 and took it very seriously on this. And I, I
4 hope, at the risk of too much repetition, that
5 all of you put your heads together to find out
6 how we can relieve the Secretary and his
7 leadership team of oversight responsibility by
8 86-88 committees who drain on their time. It
9 ought to be perfectly obvious. But the
10 experience tells me this is a, this is a tough
11 job. Even though the 9/11 Commission has made
12 a similar recommendation, but it's one we
13 can't give up on. Because we certainly
14 subscribe to oversight. But we need to have
15 oversight in a meaningful way that provides
16 for a smooth transition for the, whatever
17 changes that take place as a, as a result of
18 the election. Okay.

19 I think there's a consensus here.
20 And this report will likewise be forwarded
21 with our recommendation to the Secretary and
22 his leadership.

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1 And now it's my privilege to invite
2 the Secretary. We are pleased to have you
3 here this morning to comment on any of the
4 issues you've heard discussed. And at the
5 conclusion of your remarks, we have five new
6 members we would like to be sworn in.
7 Although after having heard the report earlier
8 of the Ethics Committee, they may have some
9 qualms.

10 (Laughter.)

11 Secretary.

12 SECRETARY CHERTOFF: Well, thank
13 you, Mr. Chairman. Thank you everybody for
14 your hard work, and dedication. And continued
15 service, as usual, provided a great deal of
16 meaningful advice and expertise. And as you
17 know I've enjoyed working with you. And also
18 being benefitted by that advise as I have over
19 the past three years. If I can add for a
20 moment and echo again on that issue of
21 oversight. You know, we do want oversight.
22 But it's not just a matter of the fact that 86

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1 committees and subcommittees require a lot of
2 recording, and testifying, and briefing, but
3 they may wind up with competing agendas. So
4 that instead of having, as in most
5 departments, a single set of committees in the
6 House and the Senate that have co-extension
7 jurisdiction and a comparable perspective on
8 the mission, we wind up with a number of
9 additional committees that have little slices
10 of the Department within their jurisdiction.
11 And of course, they are versed advancing their
12 particular policies. And they can be
13 inconsistent with each other. And so we get a
14 lot of conflicting Congressional direction as
15 opposed to consistent Congressional direction.

16
17 As we look to next year, when there
18 will be a new administration, nobody knows at
19 this point what party will occupy the White
20 House, it's a good opportunity for everybody
21 to think about whether we'd give to the
22 incoming president, whoever he or she may be,

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1 would be a somewhat more refined and
2 disciplined, Congressional oversight process.

3 Getting back to the script. Judge
4 Webster, I'd like to thank you personally, of
5 course for your continued leadership of the
6 Council and your consultation both in the
7 larger and in smaller settings over the past
8 year. And I look forward to continue to work
9 with you, as I do with the other leaders of
10 this Council and the various committees.

11 I also want to observe, have the
12 opportunity to meet with our leadership team
13 including some new members of that team. And
14 I've very proud of them beginning with our
15 active Deputy Secretary Paul Schneider who's
16 very, very experienced, an example of someone
17 who although a presidential appointee and
18 political appointee has a deep and a rich
19 career experience, frankly, with presidents of
20 both parties. Which I think is emblematic of
21 this Department as a very much of a
22 nonpartisan effort to protect homeland

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1 security.

2 Also on the positive side, within
3 the Congress, I want to praise Congress and
4 not just criticize, I want to thank the Senate
5 and, in particular, Leader Reid and Leader
6 McConnell for working with us to confirm some
7 of our senior leaders last year including
8 Undersecretary Robert Jamison and Assistant
9 Secretary Julie Myers who I was pleased to
10 swear in earlier this week.

11 I'd like to thank Doug Hoelscher
12 for his leadership over the last few years in
13 helping coordinate the activities of the
14 Council. I'm grateful for his service and
15 wish him well. And he'll be replaced by Jeff
16 Stern who will be helping us for the year
17 activities, facilitate the year activities, in
18 the coming year.

19 Before I get in to some of the
20 remarks about the individual reports and where
21 we're headed this year, I'd like to take the
22 opportunity to swear in members of the HSAC

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1 and Senior Advisory Committees -- formally
2 sworn in at this point. These include, among
3 others, two people with whom I've had a
4 longstanding personal relationship, one is, of
5 course, Judge Louis Freeh. We, of course, got
6 to know each other when we were down the hall
7 from each other at the U.S. Attorney's Office
8 in Manhattan. Longer ago than I care to
9 mention. He's a terrific public servant.
10 Also Mayor Palmer, who I also knew for a long
11 period of time. Going back our days in
12 Trenton almost 20 years ago. So I'm delighted
13 to welcome them all.

14 And Judge Freeh, Mayor Palmer, Mr.
15 Payne, Mr. Stanley, Mr. White, would you
16 kindly raise your right hand and repeat after
17 me.

18 I, state your name --

19 INDUCTEES: I (names stated) --

20 SECRETARY CHERTOFF: -- do solemnly
21 swear --

22 INDUCTEES: -- do solemnly swear --

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1 SECRETARY CHERTOFF: -- that I will
2 support and defend --

3 INDUCTEES: -- that I will support
4 and defend --

5 SECRETARY CHERTOFF: -- the
6 Constitution of the United States --

7 INDUCTEES: -- the Constitution of
8 the United States --

9 SECRETARY CHERTOFF: -- against all
10 enemies, foreign and domestic.

11 INDUCTEES: -- against all enemies,
12 foreign and domestic.

13 SECRETARY CHERTOFF: That I will
14 bear true faith and allegiance to the same.

15 INDUCTEES: That I will bear true
16 faith and allegiance to the same.

17 SECRETARY CHERTOFF: That I will
18 take this obligation freely --

19 INDUCTEES: That I will take this
20 obligation freely --

21 SECRETARY CHERTOFF: -- without any
22 mental reservations --

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1 INDUCTEES: -- without any mental
2 reservations --

3 SECRETARY CHERTOFF: -- or purpose
4 of evasion.

5 INDUCTEES: -- or purpose of
6 evasion.

7 SECRETARY CHERTOFF: And that I
8 will well and faithfully --

9 INDUCTEES: And that I will well
10 and faithfully --

11 SECRETARY CHERTOFF: -- discharge
12 the duties of the office --

13 INDUCTEES: -- discharge the duties
14 of the office --

15 SECRETARY CHERTOFF: -- on which I
16 am about to enter.

17 INDUCTEES: -- on which I am about
18 to enter.

19 SECRETARY CHERTOFF: So help me
20 God.

21 INDUCTEES: So help me God.

22 (Appause.)

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1 SECRETARY CHERTOFF: Well, as you
2 heard, this Council and committees have been
3 involved in a full range of activities. And
4 in particular, last summer, I asked the
5 members of the Council to look in particular
6 at two subjects, the Essential Technology Task
7 Force and the Administration and Transition
8 Task Force.

9 Of course, the Essential Technology
10 Task Force although it sounds a little bit
11 dry, actually, really looks at an issue
12 that's really much, very much at the core of
13 our ability to operate this Department. As
14 George Vradenburg pointed out, you know, we
15 face an environment in which technology
16 transforms itself very rapidly. And we don't
17 want to be in the position where we simply
18 respond as those facing at home, which is we
19 buy ourselves a new computer system and then a
20 year later it's not working any longer. You
21 have to get a new one. That's not really
22 great at home. And it's certainly not great

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1 for the Department. And so looking at
2 alternative ways to keep up with changes in
3 technology including with the possibility of
4 leasing services and end results as opposed to
5 a equipment and hardware. I think it's going
6 to be very important to make sure this
7 Department to keep pace with cutting edge
8 technological changes. And of course, very
9 impressed with the leaders of our Community
10 Based Task Force.

11 I also want to observe -- talking
12 about the Transition Task Force. That we're
13 already taking on board and implemented the
14 work of the Future Terrorism Task Force and
15 the Culture Task Force which provides a very
16 vibrant recommendation which I think will
17 carry forward into the next administration.

18 I want to make note of the fact
19 that, as Don Knabe observed in his
20 presentation, and I want to thank him for
21 participating, it is very important we get out
22 the REAL ID regulation out there. And so the

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1 good news is we're doing it tomorrow.

2 I'll be announcing the REAL ID, the
3 revised regulation tomorrow. I'm not going to
4 jump the news here except to say that we're
5 taking on board a lot of comment. We've
6 worked very closely with the states, and in
7 terms of developing a plan that I think will
8 be quite inexpensive, reasonable to implement,
9 and produce the results that, as the
10 committee pointing out, are part of the core
11 recommendations of the 9/11 Commission. Which
12 is secure identification when driver's
13 licences are presented.

14 This is a win win. As long as
15 people use driver's licenses to identify
16 themselves, for whatever reason, there is no
17 reason for those licenses to be easily
18 counterfeited or tampered with. And there's
19 every reason to have the confidence that the
20 license is secure and reflects a person's true
21 identity and their legal presence in the
22 United States. And we can accomplish that by

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1 implementing the REAL ID.

2 I'd also want to thank Deputy
3 Secretary Balboni for his comments on Fusion
4 Centers. I think that is a very important
5 success. And we had the opportunity through
6 the ITAC group, the Threat Assessment
7 Coordination group, to bring state officials
8 on board, in terms of the whole issue of
9 intelligence sharing. So we continue to make
10 progress on that.

11 With respect to the other
12 recommendations that have been talked about
13 this morning, I want to thank everybody who
14 worked on those. I'm going to have some
15 Department officials assign to you action
16 implement while these, specific
17 recommendations. And again, Linda, Jared,
18 John, Rick, and John, thank you for your fine
19 work on all of these issues. As we
20 turn to the issue of transition, first of all,
21 I'd like to recognize Clay Johnson's presence.
22 I know Clay worked very hard with the

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1 Transition Task Force. And I appreciate his
2 good advice. I think it's very important to
3 make sure we get this right.

4 We understand this is the first
5 transition this Department has undertaken.
6 And it's a matter of pride, I think, everybody
7 in senior leadership to really make this a
8 seamless transition and one about in which we
9 can all be proud. It is important not only
10 because the professionalism requires that we
11 turn over the keys to a well functioning
12 machine, but because as Glenda said, we know
13 the period of transition is a period of
14 heightened vulnerability. Not because we have
15 any specific piece of intelligence, as I sit
16 here. But because their observation over the
17 last several years, including as recently as
18 this summer, when a new British administration
19 came in and faced attacks within a matter of
20 days. Underscores for us the fact that it is
21 a transition period when people are doing the
22 handover that there is a natural degree of

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1 confusion which creates an invitation for
2 people to carry out terrorist attacks or other
3 damaging enterprises. And that's why we have
4 to make sure that handover is as smooth as
5 possible.

6 This will require the cooperation
7 not only of the outgoing administration but of
8 the incoming administration. And we're going
9 to look very closely at the recommendations
10 that have been made here so we can begin that
11 transition plan as we go forward.

12 Finally, although during the
13 transition doesn't mean that we are done with
14 our work in this administration. We have over
15 a year left. And we're going to make use of
16 every single day of that year. The President
17 often talks about "sprint to the finish". And
18 that's, very much, that's where I try to run
19 road races. And that's very much where we're
20 going to do our work this year.

21 We have, in particular, a number of
22 initiatives that we do want to drive forward

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1 between now and the time that we leave office.

2 One of those, obviously is border security
3 and immigration enforcement. We have made
4 strides every quarter in reducing the flow of
5 illegal immigration coming to this country.
6 And we made strides every quarter, as I
7 described in greater detail in our closed
8 session, enhancing border security, building a
9 fence, recruiting border patrol. I'm
10 delighted to say that at the close of last
11 calendar year we had over 15,000 border patrol
12 agents. Which is a dramatic increase from
13 where we were just a year and a half ago when
14 we initiated our Secure Border Initiative.

15 We've got almost 300 miles of
16 fencing built, pedestrian and vehicle fencing.

17 That is an tremendous increase to where were
18 a year ago. We've got technology rolled out.

19 We've got unmanned aero systems rolled out.
20 So we are doing it a lot, but we are committed
21 to meeting the milestones that we asked, in
22 the beginning, at the end of this calender

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1 year. We're on track to do it. And we're
2 going to get that done.

3 A second element which I indicated
4 by talking about REAL ID, is we want to
5 continue to drive forward on secure
6 identification. I know you understand this,
7 but it bears repeating. As long as we require
8 people to identify themselves when they get
9 out of airplanes, or come in to sensitive
10 buildings, or undertake other kinds of
11 activities, as long as we require people to
12 identify themselves, it makes no sense to
13 allow people to falsify the identity or to
14 masquerade as other people. There's nothing
15 good that comes out of that.

16 False identification leads itself
17 to national security threats. False
18 identification facilitates illegal
19 immigration, which I'm hearing again today, is
20 a very big concern for the American people.
21 False identification facilitates identity
22 theft.

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1 In this world in which we live, the
2 most valuable asset that you have is your
3 name. Your name is a key to authenticating a
4 whole range of transactions and activities
5 that are of value to you as an individual.
6 And that means protecting your identity and
7 protecting the tools of identification are the
8 same thing as frankly locking up the bank
9 vault. And so it's important that we have
10 secure identification. And we're going to get
11 that very very close to completion this year.

12 Third issue, which will be a little
13 bit new maybe to some of you or you may have
14 heard about it, is cyber-security.

15 I feel we've made enormous strides
16 going forward this past year with respect to
17 physical security. It's very much tougher to
18 sneak through our ports of entry than it was
19 several years ago. We've got our radiation
20 core monitors deployed so that basically all
21 of our maritime cargo goes through radiation
22 detection. But there is a

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1 tremendous asset that we had planned that did
2 not made net progress in protecting and that
3 is the asset of our cyber environment. Our
4 orb of data and orb of processes and
5 transactions which occur in the realm of
6 virtual reality and our cyber network. And
7 protecting that is something that we are going
8 to be taking giant steps forward with this
9 year. Working on a Government wide strategy
10 for cyber-security. We talked to Congress
11 last year for money which Congress did give us
12 in this, in this mass appropriation we got.
13 And we're going to make that a very big
14 priority for this year. Finally, the
15 institutionalization of the Department. That
16 means doing things like succession planning.
17 We spent a lot of time on that. Making sure
18 that we have a career development pathway that
19 encourages jointness and encourages a single
20 mission of focus as opposed to stove piping
21 that was the hallmark perhaps where we were
22 five years ago. And I think that building

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1 that capability of having a institutionalized
2 Department including a project we're working
3 on to, what we call a J-3 to J-5. A truly
4 unified planning and operations capability
5 that DoD has. That is going to be a very big
6 part of what we are going to do this year.

7 So this will be a year of, we're
8 going to set some very high requirements and
9 some high thresholds for performance. Because
10 I don't think we can afford to let this year
11 be a kind of a languishing year even as we
12 look forward to the fact that we have to
13 prepare for a transition. So thank you
14 very much for your service.

15 And now Mr. Chairman, I turn it
16 over to you, so you can --

17 CHAIR WEBSTER: Thank you very
18 much, Mr. Secretary. We appreciate the time
19 you've given us and the attentiveness that you
20 have always given to our reports and also your
21 interest in suggesting areas where we can be
22 helpful, which is hugely important for us, to

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1 know. We have people here who really want to
2 be useful to you. All right.

3 Well we were going to have some
4 more notes and there have been opportunities
5 throughout the meeting for the members to
6 discuss. So we will forgo that at the moment.

7 At this time we're going to bring
8 this public session to a close. Members of
9 the public who would like to provide comment
10 to the Homeland Security Advisory Council may
11 do so by writing to: Homeland Security
12 Advisory Council, U.S. Department of Homeland
13 Security, Washington D.C., 20528.

14 HSAC information and meeting
15 minutes may be found at www.dhs.gov And our
16 meeting notices are posted in The Federal
17 Register in compliance with the Federal
18 Advisory Committee Act.

19 So members, we'll promptly
20 reconvene in about 15 minutes in the seminar
21 room. Thank you very much for your
22 participation.

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1 (Whereupon, the foregoing matter
2 was concluded at 12:18 p.m.)
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